



Career and Leadership Development Initiative

Indianapolis Metropolitan
Police Department

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A Message from the Office of Career and Leadership Development (CLD)

Momentum continues to build within the Office of Career and Leadership Development. As with every issue of the CLD Newsletter, this month's edition contains many exciting developments which highlight the affect we are having on the law enforcement profession nationwide.

Therefore, we must remain vigilant in our efforts and our commitment to excellence within the Indianapolis Metropolitan Police Department. During the next three months the CLD Internal Committee will begin to finalize their recommendations.

These are exciting times as we look at moving our organization forward. Improvement does requires change and often change can be difficult and sometimes it can be downright uncomfortable.

In his best selling book, *Good to Great*, author Jim Collins explains the results of nearly 15,000 hours of academic research his team completed to determine why certain companies and private organizations transform from the "merely good" to the rare arena of greatness.

What makes an organization great? What sustains greatness? Why do certain organizations make the leap while others with the same opportunities and similar resources do not?

Collins reveals great organizations have common *unusual* traits. First, they get the right people in the right positions (we are tackling this through our recruitment and career development efforts). Second, they confront the brutal facts while never losing faith (we are completing this through our diligent internal analysis). Third, they attack mediocrity in all its forms and invest in superior performance in its simplest forms (we are defining this through our performance evaluation model). Finally, they have a culture of discipline (we must establish a unwavering commitment to a value system that rewards disciplined actions without extinguishing creativity). The development of the IMPD Leadership Academy will solidify these agreed upon values.

As stated above, CLD is providing the momentum, but success will require disciplined people, through disciplined thought, committing to disciplined action. Everyone will be needed as we move from Good to Great!

Respectfully, Sgt. Rick Snyder Telephone (317) 327-3376 or s8626@indygov.org



Sgt. Rick Snyder meets with CLD Advisory Board member, Dr. Steve Clark in Michigan to receive input and provide an update on CLD efforts.

Master Designation created to recognize exceptional performance and expertise

One of the stages of Career Development centers around recognition and compensation for niche positions. As a result, the CLD Internal Committee has begun work to develop the designation of Master Patrol Officer and Master Detective. The goal of creating the title is to encourage specialization within the patrol and investigative functions of the police department. The curriculum for achieving the designation will be similar to a college degree program in that there will be core requirements standard for all candidates as well as credit for electives to allow members various paths for achievement, while recognizing past experiences.

During the month of March, the Master Patrol subcommittee began interviews with representatives from specialty units throughout the police department, such as SWAT, EOD, K9, Training, and many others. The Master Detective subcommittee also completed interviews with all of the District Commanders, representatives from each unit within the Investigations Division, and representatives from each of the District Detective units.

Lt. Jim Waters, member of the CLD Internal Committee explained, "We are committed to developing a system where all officers can experience professional growth."

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Did you know?

- IMPD is currently hiring for the position of Patrol Officer.
- Indianapolis is known as the "Racing Capital of the World."
- Every year, Indianapolis hosts the Indianapolis 500, the Allstate 400, and the Red Bull Indianapolis GP.
- The Office of CLD has a new email address:
IMPD_CLD@indygov.org



World renowned author and police trainer joins CLD Advisory Board



Law Enforcement pioneer, Chuck Remsberg, joins the CLD Advisory Board.

Quality has been a consistent theme regarding the ongoing development of the CLD External Advisory Board. The mission of the Advisory Board is to provide feedback and advice relative to CLD's vision, strategic direction, programs, and curriculum.

In March 2009, IMPD's efforts were further augmented when the world renowned police pioneer, Chuck Remsberg joined the CLD Advisory Board.

Charles Remsberg is author of three best selling books that have changed the face of law enforcement and officer safety:

Street Survival, The Tactical Edge, and Tactics for Criminal Patrol.

He was co-founder of Calibre Press, Inc. and its life-saving Street Survival Seminar serving agencies and individual officers in more than 50 countries, co-founded the first electronic law enforcement newsletter, and currently is the senior correspondent for PoliceOne.com, the world's leading law enforcement training and information Web site.

A member of the national advisory board for the Force Science Research Center and a trustee of Americans for Effective Law

Enforcement, he has received the O. W. Wilson Award for outstanding contributions to law enforcement, from the American Criminal Justice Association, and the American Police Hall of Fame Award for distinguished achievement in public service.

In Mr. Remsberg's recently published book: *Blood Lessons*, the Pulitzer prize nominee and West Point psychology professor, Lt. Col. Dave Grossman, describes Chuck Remsberg as a "trailblazer" in the law enforcement community. We are excited to welcome another prestigious member to our IMPD family.

IMPD Leadership Academy takes shape

The Office of Career and Leadership Development continues to make exciting progress in the creation of the IMPD Leadership Academy. As explained in last month's newsletter, the academy will revolve around an innovative model of "Lessons Learned."

A lessons learned steering committee has been empanelled and consists of the following members, Officer Doug Johnson (Chair), Danny Overley, Officer

Michael Antonelli, Sgt. Dennis Fishburn, Lt. Jerry Baker (IUPUI), Mike Laird, Lt. Tom Black, Sgt. Rick Snyder, and FOP President Bill Owensby.

In February, IMPD Police Chief, Michael Spears, visited the steering committee and relayed his support and encouragement for their efforts and the Lessons Learned concept.

In conjunction with the Lessons Learned framework, steps are

being taken to learn from other development institutes, such as the LAPD West Point Leadership Program which is considered to be one of the best law enforcement leadership programs in the world. "Research of this program will be invaluable for our efforts" said Lt. Vince Cascella, commander of the SE District middle shift. The Office of CLD has established communications with LAPD to further investigate their curriculum.



Sgt. Rick Snyder meets with Lt. Greg Butler of the IU Police Department, in Bloomington, Indiana to discuss the IMPD's recruitment efforts.

"IMPD...Where your story begins." CLD takes steps to establish a presence on college campuses

One of the best ways to ensure the IMPD continues its success while building upon its history is to reach out and attract the best, high quality candidates from all corners of the city, state and country.

Research has shown, young adults entering the workforce are seeking careers that provide opportunities for performance recognition and career advancement within organizations that

are led by individuals who seek input from all members. The ground breaking steps being taken by the department in the area of professional development has caught the attention of many individuals across the nation.

As a result, the Office of CLD has met with representatives from several colleges and universities to establish an IMPD presence on their campuses. Nationally recognized curriculums such

as the Police Cadet Program at Indiana University have been contacted to identify ways to enhance the recruitment efforts of the IMPD.

Plans are also being developed by Recruitment Specialist, Officer Chris Wilburn to form partnerships with academic institutions in other states such as Alabama, Mississippi, and Georgia. For more information email IMPD_CLD@indygov.org.



International Research provides basis for Police Promotion enhancements

The Promotions subcommittee has been completing research on Promotional best practices throughout the law enforcement profession in the United States, Canada, England, and Australia. Research is also being completed in the Armed Forces, specifically focused on the United States Marine Corps.

Presently, the subcommittee is exploring methods on a "Current Plus" model. Meaning, they are examining the feasibility of reengineering the current IMPD process, PLUS incorporating performance evaluations and the completion of the Leadership

Academy as a prerequisite for promotion eligibility.

Recently, the Promotions subcommittee completed a conference call with leading national experts regarding law enforcement promotional practices.

In coming weeks, members have plans to speak with representatives from the Ottawa Police Service, the London Metropolitan Police, and the Australian Federal Police to learn about possible enhancements from abroad.

"We're not only thinking outside the box, we are thinking outside the country" explained Sgt.

LeEtta Davenport who participates on the subcommittee.

"Our goal is to identify ways for the police department to access talent and recognize the value of various backgrounds, experiences, and exposures" said Sgt. Rick Snyder, Office of Career and Leadership Development. As the subcommittee formulates their recommendations, they will present their findings to the CLD Internal Committee, Director of Public Safety Scott Newman and Chief of Police Michael Spears regarding their research related to U.S. and international best practices.



Members of the Promotions subcommittee complete a conference call with leading national experts.

Giving credit where credit is due

One of the key steps of professional development is recognizing the superior performance of the officers of the Indianapolis Metropolitan Police Department.

In 2008, the Director of Public Safety, Scott Newman made a commitment to value the performance of all members, from the patrol officer to the Chief of Police.

As a result the Office of CLD was created in part to develop

and implement a performance evaluation system for the IMPD.

However, national experts agree, Performance Evaluations work only if there is an additional system to document specific examples of performance (both positive and negative) in between evaluation periods.

As a result, the Performance Evaluations subcommittee has completed a great deal of research to determine if such a

system exists for police that is not labor intensive and is easily accessible in an electronic format that can be completed in the field.

In February 2009, representatives from the CLD committee, Internal Affairs, Planning and Research, IT, Training, and the FOP reviewed a possible system that meets IMPD's criteria.

Stay tuned for further developments!

"...Performance Evaluations work only if there is an additional system to document specific examples of performance... in between evaluation periods."

Rank and File provide input

In November 2008, an Internal Advisory Committee was formed to conduct research and provide recommendations to the Office of Career and Leadership Development.

The overall committee was divided into four subcommittees and is made of officers, detectives, and supervisors from a diverse array of job functions, specialties, ranks, and years of service.

The overall committee has maintained its diligent schedule of meeting as a Full Committee a minimum of once per month and multiple times a month as individual subcommittees.

In January 2009, each subcommittee submitted a 6 month strategic timeline of their objectives to be completed by the end of June 2009.

"I am proud to report that each subcommittee is meeting or exceeding their projected due dates" said Detective James Hornaday, who works as a District Detective on IMPD's Northwest District and serves on the Master Detective subcommittee.

Every recommendation will be reviewed and voted on by the entire CLD Committee.



CLD Committee members review proposals. (Lt. Spurgeon, Sgt. Breedlove, and Officers Lamle and Piland provide input.)



Indianapolis Metropolitan Police Department

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**“IMPD...Where your story
begins.”**



We're on the Web!
www.indy.gov/eGov/IMPD

IMPD CAREER AND LEADERSHIP DEVELOPMENT ADVISORY COMMITTEE

MASTER PATROL

Sgt. Michael Jefferson (Chair)
Lt. Ronald Hicks
Officer Andy Lamle
Officer Robert Carver
Officer Charles Martin
Officer Roderick Wallace
Officer Kim Travitz

MASTER DETECTIVE

Lt. James Waters (Chair)
Sgt. Jeff Breedlove
Sgt. Columbus Ricks
Det. Catherine Cummings
Det. Joshua Gisi
Det. James Hornaday
Det. Richard Burkhardt

EVALUATIONS

Officer Jerry Piland (Chair)
Sgt. Jeff Silcox
Sgt. Craig McCart
Sgt. Rick Riddle
Officer Erika Jones

PROMOTION

Sgt. Mark Brown (Chair)
Lt. Vince Cascella
Lt. Roger Spurgeon
Sgt. LeEtta Davenport
Det. Stephanie Phillips

“The Torchbearers who dare the Great Adventure”

Mission

Provide a structured approach for members of the Indianapolis Metropolitan Police Department to achieve their career goals through ongoing professional development and personal growth. The department is committed to providing the opportunity for sworn and civilian personnel to continuously improve by investing in their performance, allowing for specialization, and enhancing their leadership qualities.

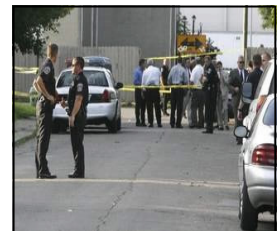
Vision

The Career and Leadership Development (CLD) Initiative will enable the Indianapolis Metropolitan Police Department to be recognized as the leader in the law enforcement profession for the Midwest.

“...Unless men and women are willing to fight and die for great ideals, including love of country, ideals will vanish, and the world will become one huge sty of materialism....All of us who give service, and stand ready for sacrifice, are the torchbearers....The torches whose flames are brightest are borne by the gallant men and women at the front....These are the torchbearers; these are they who have dared the Great Adventure.”

~Theodore Roosevelt

1918



IMPD Officers respond to a critical incident involving a fellow officer.